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Police

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OAKLAND CIVIL SERVICE BOARD

AND

OAKLAND POLICE DEPARTMENT

(In cooperation with Education/Research, Inc.)
(A California Non-Profit Corporation)

GRANT PROPOSAL

AN INTER-DISCIPLINARY APPROACH: DETERMINATION OF RELEVANT
CRITERIA WITH VALIDATION FOR SUCCESSFUL POLICE RECRUITMENT,
SELECTION, AND TRAINING; AND AN ASSESSMENT OF PATROLMEN
ATTITUDES AND ATTITUDINAL CHANGES BASED ON TENURE

(Supported by a seven year accumulation of research
tests and personnel data--City of Oakland)

JAMES M. NEWMAN, DIRECTOR OF PERSONNEL

CHARLES R. GAIN, CHIEF OF POLICE

CITY OF OAKLAND, CALIFORNIA

*Public personnel adm. Police
Occupations Police*

76 03910

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PREFACE

During the past seven years, the Oakland Civil Service Office has systematically gathered research test data on every person newly employed as a police officer with the City of Oakland. In anticipation of the needs to devise selection procedures of a more sophisticated nature, to determine attitudes of persons attracted to police work, and measure changes that occur during tenure, if any, and to recommend re-evaluation of training processes to meet the changing role of police officers, care was taken in creating a test battery to form a solid base for future measurement purposes. In 1963, considerable effort was made to interest a number of funding agencies in financing this project. After several attempts to elicit interest, with negative results, it was decided that data collection would continue with the view toward eventual analysis and implementation.

The first part of the project is a relatively inexpensive study of data accumulated since 1962. Since police problems are critical ones today, the fact that there is a large sample of over 400 cases in a form that lends itself easily to analysis, makes the carrying out of this project essential.

The second part of the project, larger in scope, is aimed at an even more important aspect of police functioning since it is possible that even the most carefully selected police candidate may find today's pressures in urban police work too much to bear. Such an in-depth study of the stresses and sources of strength in police work, is a necessary adjunct to changes and additions to training programs in police departments throughout the country.


In concert with the Oakland Police Department, several thousand dollars in monies and time have already been spent to bring this data collection to its present level. We have no need to reconstruct data as has been done in other studies; Oakland foresaw the requirements relating to selection procedures, as described in the President's Commission on Law Enforcement and Administration of Justice, and has abundant material upon which to base this proposal.

STATEMENT OF CONDITIONS

The spotlight of public attention has recently, and surely belatedly, been focused on law enforcement agencies throughout the United States and even the world. The striking social upheavals which have caused riots, demonstrations and similar legal, extra-legal and illegal activities, illustrate a complex inter-personal role which today's police officer must assume. In order to cope with the many problems inherent in population, racial and social changes, creative and imaginative techniques must be devised by police administrators in order to make the police job more manageable and responsive to this role.

The President's Commission on Law Enforcement and Administration of Justice made a number of recommendations toward this end; including proposals for the need to divide police functions among different classifications of police employees, to employ persons described as Community Service Officers, to recruit far more actively with special attention to college campuses and inner-city neighborhoods, ---"and until reliable tests are devised for identifying and measuring the personal characteristics that contribute to good police work, intelligence tests, thorough background investigations and personal interviews should be used.....". The majority of activity designed to implement the President's Commission report has been in the area of actions programs such as the Community Service Officer concept. Very little, if anything, has been accomplished in implementing the equally important recommendations made concerning recruiting standards, testing and selecting quality manpower, and reviewing training objectives.

For a number of years, the City of Oakland has pioneered in developing comprehensive selection procedures for career law enforcement officers. These procedures include using intelligence tests, a civil service test directed toward abilities required in police work, personal interviews, a physical agility test, a background investigation, medical examinations, and a psychiatric evaluation. In 1962, a battery of objective personality tests were included for



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research purposes only as a part of the Police Training Academy curriculum. The test battery included such pertinent aspects of personality in police work as values, need for control, authoritarian attitudes, interests, and other measuring devices as general mental ability and a safe driving test. (Addendum A) Since 1962, over 400 "rookie" police officers have been given this battery during the first weeks of their academy training.

It should be recognized, however, that under the examining procedures recommended by the President's Commission and already utilized by Oakland for many years, selection of policemen could become predominately a technique of elimination instead of selection. In essence, a number of hurdles is placed before a candidate and it is presumed that if he survives them all, he will probably make a good officer. In recent years, however, the increasing demands of police work and the competition in the labor market for trainable men have brought selection techniques into question. Not only must we be concerned with techniques that will select good police officers, we must be equally concerned not to disqualify men who could become good officers.

Important as is the accurate selection of law enforcement personnel, an equally pressing need is that of keeping the man on the job at a high level of performance once he is selected. Initially well-motivated candidates may resign prematurely to take less demanding police jobs, or if they become under-motivated and remain on the job, the performance of most suffers. In order to prevent such casualties among policemen, the sources of pressure and frustration need to be clarified in order that steps may be taken to ameliorate these critical conditions or to train the men to meet them.

PROGRAM OBJECTIVES

Although, there have been some recent studies on the selection of police officers, these studies have been based on data acquired during the course of the particular study. A project supported by the Office of Law Enforcement Assistance, Grant #046 to the Chicago Police

Department, produced "definitive result in many areas, such as the evaluation of departmental procedures for rating patrolman performance, the validation of techniques for predicting patrolman performance and tenure, the identification of specific patterns of performance, and the techniques which should be applied to make fair and equitable selection from among different racial groups." As valuable as this research is, it is noted that the specific population sampled was "patrolmen, in the Patrol Division, who had at least one year of service and who were currently assigned to uniformed street patrol. . . .". It should be realized, however, that any study of attitudes and attitudinal changes, must consider that the first year of police employment is very meaningful and which can determine the man's behavior patterns throughout his total career. The Oakland project has accumulated research test data on over 400 persons employed as patrolmen since the middle of 1962. In addition, the test battery has been given to over 50 persons employed by other local police agencies, school security units, military police, and New Careers organizations.

At the present time, this information requires analysis in order to relate test scores to actual performance or other success values. As an initial step, it is proposed to study the material related to psychological performance; intelligence tests scores, the civil service test scores, the psychiatric evaluation, and the objective personality test scores. These data, along with relevant background material (e. g., age, education, marital status, etc.), have been summarized on two sheets for each candidate in a form which can easily be transcribed for computer study. In order to relate test scores to actual job performance items reflective of successful or unsuccessful performance will be added. Among these criteria would be:

- (1) ranking in training class
- (2) time before promotion
- (3) grades on the Sergeants examination
- (4) censure

- (5) suspension and other disciplinary actions
- (6) amount of sick leave used
- (7) number and kind of on-and-off duty injuries
- (8) performance evaluations
- (9) variety of assignments
- (10) awards
- (11) court appearances, etc.

Recently developed techniques of statistical analysis will elucidate not only the characteristics associated with successful and unsuccessful police work, but also types of successful and unsuccessful policemen and determine which parts of the test battery are most effective in predicting later performance. It may then be possible to refine the testing procedures, using only the most efficient scales.

Additonally, over the past several years, a selected sample of candidates has been allowed to continue through the selection process even though they did not achieve a passing grade on the intelligence test or the civil service written test. These candidates ranged from an educational level of high school to college graduation, were from all geographical areas of the county, were from various ethnic groups, and had differing degrees of work and/or military experiences. Comparisions will be made as to the job performance of these individuals with that of candidates who actually achieved a passing grade on the written tests. Although much has been said about the intelligence level requirement in police work, both pro and con, no analysis of any magnitude has been made in many years.

As to matters relating to the impact of police experience, evaluations will be made of the conditions under which a policeman does his job and of the best methods of changing these conditions. For example, analysis will be made to determine whether or not changes in curriculum in the training academy, which have been taking place over the past eight years, have

resulted in changing the approaches used by new policemen when finally assigned to street duty.

In covering the three areas of vital concern of this project, the three basic objectives are as follows:

1. Analysis of screening procedures and their validity: should answer
 - a. How valid are all the screening procedures?
 - b. What are the different factors under evaluation and how do they relate to each other?
 - c. What are the basic qualities necessary for successful performance of police work?
 - d. What are the special characteristics required for particular assignments?
 - e. Are there different types of police personality?
 - f. What characterizes the failures?
 - g. How can we refine the screening procedures to be more accurate, less time consuming and less expensive?
 - h. Why do men choose to go into police work?
2. Evaluation of impact of police work on policemen: should answer
 - a. What happens on or off the job to cause a policeman to become cynical?
 - b. What happens on or off the job to cause a policeman to become more dedicated?
 - c. When are his attitudes most likely to crystallize?
 - d. What experiences on the job increase his skills? How does he acquire these skills? Are there ways to accelerate his learning?
 - e. Does police experience alter a person's basic attitudes?
 - f. What effect does the continual handling of deviate and castastrophic events have on his proficiency as an officer?
3. Analysis of training procedures and objectives, as they presently exist, and a re-definition of the total training process: should answer

- a. Is the present course content of the training academy adequate to prepare the new patrolman to reasonably meet the challenges of our changing society?
- b. Is the training responsive to the needs of the individual officer?
- c. Does the structured training situation instill pre-determined attitudes that may be detrimental to the work of the new officer?
- d. Can police officers be trained at the present level in less time and at lower costs by utilizing such training devices as Video-tape recordings, computer assisted learnings, diagnostic testing and programmed learning?
- e. Should more training time be allotted to the principles and philosophies of proper police work and less to the specifics of the penal code, vehicle code, etc.
- f. What kind of training is mandatory, what phases are essential and what is desirable, in order that a training program be successful?
- g. What attributes are required of supervisory personnel in police work? Are there additional attributes demanded of police supervisors as opposed to other types of supervisory personnel in nonpolice work?

PROJECT DESIGN

The results of the screening procedures relating to psychological performance are an excellent baseline for the over 400 candidates who have been tested. A re-administration would indicate some of the kind and amount of change. In addition, new instruments focusing more directly upon the daily life of a policeman will be developed. The use of a structured interview or interviews to cover such areas as social life, job life, family life, political life, and financial situation should bring to light problem areas. Feelings about the law, legal institutions and civil disorder, his image of himself as a citizen and a policeman, his acceptance of differences among people, his relationship to his superiors, including judges, his attitude towards various kinds of danger, and his satisfaction with his salary will be

inquired into and recorded in such a manner that coding and computer analysis is possible.

With such probing into personal areas assurances of anonymity will be made.

The second psychological testing will be administered to all 400 candidates who can be found, whether or not presently connected with the force, and a structured interview or interviews will be given to a representative sample.

The proposed study will be conducted in the following phases: (1) The analysis of existing selection procedures for police candidates in the City of Oakland and a determination of what tested characteristics are associated with successful performance, (2) an investigation of the impact of police work experience upon men who were examined by the current procedures at the time they entered the department, (3) determination of the differences in psychological characteristics, if any, of men who left the force for whatever reason, of those who left and returned, of those who have been disciplined or rewarded, etc., (4) analysis of the general philosophy underlying police personnel practices, including the development of self-directed policemen, and an emphasis on training and promotional practices.

Analysis of existing data

1. Complete scoring of the 400 test protocols
2. Transfer data to IBM cards
3. Computer analysis

: Obtain distributions of all variables, means and standard deviations of all scales.

BC Try Program (a form of factor analysis) to determine inter-relationships within police characteristics and test or background variables.

All variables run against criteria of job performance.

4. Interpretation of data; use of expert consultants
5. Writing and publication of findings

Evaluation of impact of police work on policemen

1. Development of structured interview

Consultation with psychiatrist who has evaluated the probationers at the end of one year of experience; consultation with police officials and personnel officers.

2. Administer psychological measures and structured interview to a small pilot sample.

Revise procedures.

3. Identification of current police who went through the present screening procedures and research for those who left the force.

4. Administering psychological tests and structured interview to as many of the original 400 as can be found. The timing of the second evaluation should be as close as possible to the month in which the original screening was performed so that for some, one year of time will have elapsed; for some, two years; for some, three years; and for some, four years. Thus, samplings of different amounts of work experience will be obtained, enabling comparisons to be made of men with varying time on the force.

5. Code interview data; transfer psychological test data and interview data to IBM cards.

Differences in psychological characteristics by computer analysis

1. Breakdown by:

- a. Current police vs. men who have left the force. Those who have left should be divided into (1) voluntary resignation and (2) dismissed or forced resignation.
- b. Patrolmen vs. Sergeants (two levels of police rank to be included in the study)
- c. Number of years of experience
- d. Other selected criteria of performance

2. Interpretation of data; consultation with appropriate experts

3. Writing and publication of findings

PROGRAM EXPECTATIONS AND EVALUATION

It is expected that:

1. A model of good and bad performance will be considered and some indicators that will evidence the quality of police work will be appraised.
2. Determinations of the degree that some intelligence test are or are not a valid instrument in the selection of policemen will be made.
3. It will test the theory that a "certain type" of personality makes for the best policemen; and test the theory that certain types of personality make for unsuccessful policemen.
4. It will give some answers to the question of what changes can be made in the present police personnel philosophy so as to insure that a policeman will increase in his powers of judgment, his knowledge and strength of character, and his over-all capabilities.
5. It will determine whether or not the personal interview scores are more predictive of good performance than written test scores.
6. It will determine what is involved in police work that causes a peak resignation rate prior to completion of four years on the department.
7. It will discover if test scores on entrance have any predictive value for subsequent promotional tests.
8. It will determine what changes in attitudes as policemen acquire experience are beneficial or detrimental to the over-all police job.
9. It will determine whether or not a policeman's growth in a positive direction over periods of time increases in direct relationship to: (1) the breadth and variety of social groups with which he associates, (2) his understanding of political men and phenomena, (3) his image of a policeman as a missionary and conciliator, (4) his educability, (5) his concept of himself as a developing person, (6) his success in his first efforts at mediating conflict and conciliating parties in conflict, (7) his

involvement in community affairs, and (8) his morale and leadership propensities.

It is expected that a team research concept will be followed in order to utilize the contributions several disciplines can make. The present team consists of persons with education and experience in Political Science and Law, Clinical Psychology, Industrial Psychology, Management and Training, and Public Personnel Administration. Each of these researchers will view the project from within their own disciplines as well as contributing to the over-all evaluation of the program. Consultants in specific areas will be called upon as well as the Psychiatrist who has conducted the personality evaluations of the majority of the policemen involved in the total project.

BUDGET SUMMARY

(First Year)

STAFF

Project Coordinator (Part-time)	\$ 6,500.00
Consultants (Part-time and including payment to persons for re-testing)	18,000.00
Clerical (Full and part-time)	6,000.00
Interviewers (Graduate students or equivalent)	<u>3,000.00</u>
	\$ 33,500.00

TRAVEL

For interviewing purposes	2,000.00
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MATERIAL AND SUPPLIES

1,000.00

COMPUTER TIME

3,000.00

MISCELLANEOUS

Printing, Stationary, Telephone, Postage	<u>1,000.00</u>
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TOTAL DIRECT COSTS

\$ 40,500.00

EDUCATION/RESEARCH, INC. (A California Non-profit Corporation)
ADMINISTRATIVE OVERHEAD (10%)

4,050.00

TOTAL FUNDING REQUESTED

\$ 44,550.00

LOCAL EXPENDITURES IN-KIND - PRIOR AND FUTURE COMMITMENT

MANPOWER CONTRIBUTIONS - Testing and re-testing time - 800 man hours @ \$5.00 p/h

Oakland Police Department	Total	-	\$ 4,000.00
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MANPOWER CONTRIBUTIONS - Record Search, Test Correction,
Criteria Evaluation, etc. 200 man hours @ \$5.00 p/h

Oakland Civil Service Board	Total	-	1,000.00
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MATERIALS	Total	-	400.00
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<u>TOTAL</u>	\$ 5,400.00
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PRIOR MANPOWER CONTRIBUTIONS - Oakland Police Department	\$ 8,000.00
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PRIOR MANPOWER CONTRIBUTIONS - Oakland Civil Service Board, Clerical	1,900.00
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Oakland Civil Service Board, Professional	1,280.00
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MATERIALS	2,000.00
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<u>TOTAL</u>	\$ 13,180.00
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GRAND TOTAL	\$ 18,580.00
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ADDENDUM A

Selection Devices and Research Test Battery

SELECTION DEVICES

Otis Self-Administering Tests of Mental Ability--(Oakland Civil Service Board)

Civil Service Written Test--(Oakland Civil Service Board)

Physical Agility Test--(Oakland Civil Service Board)

Personal Interview--(Oakland Civil Service Board)

Character Investigation--(Oakland Police Department)

Medical Examination--(Oakland City Physician's Office)

Psychiatric Evaluation--(Consulting Psychiatrist through City Physician's Office)

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RESEARCH TEST BATTERY

Interest--(Kuder Preference Record - Vocational, Form CH)

Mental Agility---(Army General Classification Test - First Civilian Edition, Form AH)

Values--(Allport, Vernon, Lindzey Study of Values - Third Edition)

Safe Driving--(The McGuire SD Scale)

California Police Study Questionnaire - (William C. Schutz, University of California,
Berkeley)

COPE--(Coping Operations Preference Inquiry)

LIPHE--(Life Inter-personal History Inquiry)

FIRO-F--(Fundamental Inter-personal Relations Orientation - Feeling)

FIRO-B--(Fundamental Inter-personal Relations Orientation - Behavior)

F-SCALE--(Certainty - Imagination)

ANALOGIES--(Thinking Processes)

NAME: _____ DATE OF WRITTEN: _____

RESIDENCE AT TIME OF APPOINTMENT: _____

AGE: _____ POLITICAL VIEWS: _____

MARITAL STATUS: _____ WORKING LEVEL: _____

RELIGIOUS PREFERENCE: _____ HOW LONG IN COMMUNITY: _____

ETHNIC GROUP: _____ COMMUNITY ORGANIZATIONS: _____

EDUCATION: _____ VOLUNTARY ORGANIZATIONS: _____

FATHERS EDUCATION: _____

A. G. C. T.: _____ CIVIL SERVICE WRITTEN: _____ PERSONAL INTERVIEW: _____

OTIS: _____

(California Police Study continued)

		I	C	A
FIRO-B	E			
	W			

(COPE)

D = _____
I = _____
P = _____
R = _____
T = _____

F SCALE: _____

CERTAINTY: _____

IMAGINATION: _____

S. D. SCALE: _____
(Percentile Professional Drivers)

(LIPHE)

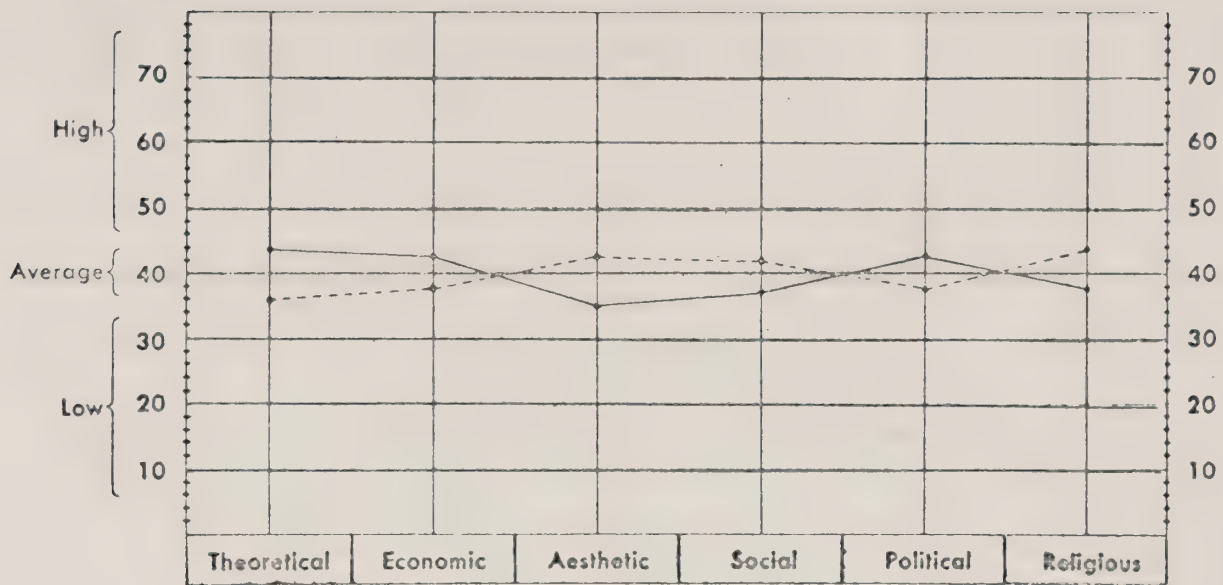
	IB	CB	IF	CF	A
Fa					
Mo					

CALIFORNIA POLICE STUDY:

ANALOGIES: _____

		I	C	A
FIRO-F	E			
	W			

PROFILE OF VALUES



RAW-TO-STANINE SCORE CONVERSION TABLE

STANINE	1 MATH Score	2 COIN Score	3 SCI Score	4 HIS Score	5 ART Score	6 LIT Score	7 MUS Score	8 SOC S Score	9 GHE Score	STANINE
9										9
8										8
7										7
6										6
5										5
4										4
3										3
2										2
1										1

MEANING OF STANINE SCORES

Stanine	9	8	7	6	5	4	3	2	1
Description of the score	Very high	High	Above average	Little above average	Average	Little below average	Below average	Low	Very low
Percentile equivalent	98%	92%	83%	68%	50%	32%	17%	8%	2%

NAME: _____

RECRUIT SCHOOL GRADES								
Final Exam	Average Weekly Exams	Shooting Range Score	Depart- ment	Final Grade	Class Average	Quartile Rank	No. of Students in Class	Recruit School No.

MILITARY EXPERIENCE: _____

ADDENDUM B

Vita's

VITA

William K. Muir, Jr.
3699 Nordstrom Lane
Lafayette, California 94549

Education:

B. A. Yale University, 1954

J. D. University of Michigan, 1958

Ph. D. Yale University, 1966

Work Experience:

Associate Professor - 1968 - present
Department of Political Science
University of California
Berkeley, California

Partner, Law Firm - 1964 to 1968
Tyler, Cooper, Grant, Bowerman and Kufe
New Haven, Connecticut

Lecturer - 1961 to 1967
Yale University
New Haven, Connecticut

Instructor - 1958 to 1959
Law School
University of Michigan
Ann Arbor, Michigan

- - - - -

Publications: Prayer in Public Schools (University of Chicago Press, 1967)

Honors: Winner, Edward L. Corwin Award - American Political Science Association

VITA

Christine M. Miller, Ph. D.

Education:

B. S. University of California, 1939

MA. University of California, 1943

Ph. D. University of California, 1952

Clinical Experience:

December 1943 - December 1944

Psychologist and Head Psychologist Allentown State Hospital,
Allentown, Pennsylvania

Experience included diagnostic testing in a children's unit, diagnostic testing of adult patients, diagnostic testing in a traveling clinic, remedial reading, teaching student nurses general psychology and child psychology.

November 1945 - September 1947

Psychologist and Chief Psychologist, San Francisco Juvenile Court

Experience included diagnostic evaluation of children and parents, brief psychotherapy.

September 1947 - November 1952

Clinical Psychologist, Oakland Veterans Administration Hospital

Experience included diagnostic testing with psychiatric, neurological, and psychosomatic patients, short term psychotherapy, group therapy with poliomyelitis patients, supervision of psychology trainees.

November 1952 - May 1953 (part-time)

Research Psychologist, University of California

Experience included participation in research conferences, developing structured interview, interviewing subjects in study of leisure time activities in a study of conformity.

November 1952 - August 1958

Clinical Psychologist, San Francisco VAMHC (detailed half-time to Oakland VAMHC)

Experience included individual psychotherapy, group therapy, occasional diagnostic testing, supervision of trainees, and research.

August 1958

Chief, Clinical Psychology, Oakland VAMHC

Experience includes individual psychotherapy, group therapy; occasional diagnostic testing, administration of psychology section, supervision of trainees, research.

Publications:

Consistency of Cognitive Behavior as a Function of Personality Characteristics, Miller, C. J. Personality, Vol. 23, No. 2, December 1954 pp 233-249

Factors in Length of Stay and Progress in Psychotherapy, Sullivan, P. L., Miller, C., and Smelser, W. J. Cons. Psychol., Vol. 22, No. 1, 1958 1 - 9

Racial Differences on the MMPI. Miller, C., Wertz, C. and Counts, S. J. Clin. Psychol., Vol. XVII, No. 2, 159-161, April 1961

Psychosomatic V. Archibald, H. C. Bell, D., Miller, C. and Thompson, C. W. J. of Psychol., 1961, 52, 281-285

Bereavement in Childhood and Adult Psychiatric Disturbance., Archibald, H. C., Long, D., Miller, C. and Tuddenham, R. Psychosomatic Medicine, July - August 1952, Vol. 24, No. 4, p. 343

Gross Stress Reaction in Combat - a 15 year follow-up. Archibald, H. C., Long, D., Miller, C. and Tuddenham, R. Am. J. Psychiat., Vol. 119, No. 4, 1962, p. 317

MMPI Study of Negro Mental Hygiene Clinic Patients. Miller, C., Knapp, S. and Daniels, C., J. Abn. Psychol., 1968, Vol. 73, No. 2, 168-173.

Certified Psychologist, State of California

Diplomate American Board of Examiners for Professional Psychology, 1956

VITA

Samuel George Trull
2831 Seventh Street
Berkeley, California

Home: 6201 Buena Vista Way
Oakland, California

1940 - 1944	Union College; Schenectady, New York (Full Scholarship)	B. S. in EE
1943 - 1946	U. S. Naval Reserve, Lt.(jg) .	
1946 - 1947	Rensselaer Polytechnic Institute; Troy, New York (Half-time instructor in Physics and Graduate Student)	M. S. in EE
1951	Licensed Professional Engineer	P. E.
1954 - 1957	Cornell University; Ithaca, New York (Thesis: "Factors Influencing the Development of Engineers and Scientists in Industry")	Ph. D.
1957 - Present	University of California, Berkeley (Secret Clearance)	

School of Business Administration (Lecturer to 1962)

Production Management

Upper Division Courses (Inter. and Advanced)
Graduate Seminar

Personnel Management

Upper Division Course

Institute of Industrial Relations

"Human Factors in Leadership and Supervision"	9 Seminars
"Advanced Communication Seminar"	2 Seminars
(Closed Circuit T. V. and Video Taped Recordings)	
"Management of the R & D Department"	1 Seminar
"Appraisal and Development of Employees"	1 Seminar
"Executive Compensation"	1 Seminar
Summer Leadership Conferences - 1964	
Communications Workers of America	

University Extension

Production Management B/A 140	(5)
B/A 142	(2)
Wage and Incentive Systems I/E 143	(4)
Human Relations in Management B/A 853	(12)
Leadership and Management Seminars B/A 848	(2)
Methodology for Instructors (Using Video Tape Recordings) Special	(6)
U. S. Air Force Seminar on "Project Management"	
"Supervisor's Role in Employee Evaluation"	
Conference Series for U. C. Non-Academic Personnel	
Job Corps, Pleasanton (Teacher Instruction)	
Conservation Corps, Santa Rosa (Teacher Instruction)	
P. G. & E., "Objectives and Management Seminars"	
Real Estate, Course Survey Seminars	

School of Criminology

Project CAUSE (Training of Youth Counsellors for War on Poverty) Special Coord. for Labor and Management	Summer, 1964
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San Francisco State College

Professor of Management, School of Business	1965 - Present
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Golden Gate College, San Francisco

Personnel Management at Hamilton Air Force Base	1964 - Present
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Consultant:

Moore Business Forms; Emeryville, California (Ind. Relations Advisor)	1957 - 1965
Petersmith Controls, Inc.; South San Francisco (Organization and Project Manager)	1960 - 1964
Hexcel Products, Inc.; Berkeley, California (R & D Management)	1959 - 1961
Association of Industrial Consultants, San Francisco (Personnel and Organization)	1963
State of California: "Advanced Management Seminars", Sacramento, San Francisco, Los Angeles, Santa Barbara, Fresno.	1960 - Present
Department of Nutrition, Berkeley and Los Angeles	1963
Department of Public Health, "Planning Seminar"	1964
Department of Mental Hygiene (Hospital Org.)	1964
California Highway Patrol, Mgmt. Seminars	1962
Fairview State Hospital, Costa Mesa	

U. S. Air Force (Management Courses) Travis AFB, California; McCord AFB, Washington; Hickam AFB, Hawaii; Tachikawa AFB, Japan; Hamilton AFB, California	1962 - Present
U. S. Department of Agriculture "Employee Development"	1961 - Present
U. S. Department of Immigration and Naturalization Management Seminars	1961 - 1962
U. S. Department of Army: Personnel Management for Executives, "Motivation of Professionals"	1964 - Present
California Credit Union, Berkeley and San Jose	1963
American Institute of Banking, San Francisco Course: "Supervision and Personnel Advisor on Course Content, NYC	1956 - Present (8)
East Bay Skills Center (A Community Project, Peralta Junior College); Job training and placement for hard-core unemployed.	1966
Lawrence Radiation Laboratory, Livermore (Management) Insurance Securities Inc., San Francisco (Supervisory Practices) General Electric Co., San Jose; Motor Division (Management) Firemen's Fund-American San Francisco; (Development of Executive Series) Clovis School System, "Systems Approach to Education."	

Publications:

One-half hour TV presentation: "On Campus" About research results of "Group to Group Communications and Decision Making Under Stress"	1962
Inter-collegiate Case Collection Program, Ford Foundation, and Harvard College. (Cases also published as well as in other Text Books.)	Summers, 1960, 1961, 1962
"Role Playing" and "Interviewing" Chapters for California Credit Union Management Book	1963
"Creativity--A Management Tool", U. S. Department of Health, Education and Welfare (Soc. Sec. Div.)	1963
"Concepts of Feedback as Applied to the Communication Process", Continuing Education Monograph, Western Hospital Association, September 1963, Number 4.	1963
Bay Area Salary Survey (Originated in 1958 now 125 participating companies, Middle Management Positions) Annual, 40 pages.	1958-1964

- "With Videotape You Get Instant Hindsight" 1963
Sales Management, September 1963, Part II,
 (Charles Schaeffer writes about Advanced Communication
 Seminars, in cooperation.)
- "Strategies in Effective Interviewing", Harvard 1964
Business Review, January - February
- "California Medical Team Video-Tapes Sessions", 1966
Medical Tribune, January
- "Factors Influencing Decision Success", Management Science; 1966
 February
- Basic Methodology for Part-Time Teachers (monograph) 1966
 60 pp.

Research Projects:

- Vera Christie Fellowship: "Improving Productivity Through 1962
 Balance in the Work Group". Granted by Competition of
 Western Universities.
- "Group to Group Communications and Decision Making, Using
 Closed Circuit Television"
 Grant I: Western Management Science (Ford Foundation) 1962
 Grant II: Western Management Science (Ford Foundation) 1963
 (One-half time)
- "Factors Influencing Medical Team Decisions, Using Video 1963
 Tape Recordings" State of California, Department of Public
 Health. (One-third time)
- "Impact of Automation on Naval Supply Center, Oakland" 1963
 (A study of personnel and applied research finding)
 Grant by U. S. Navy; Phase I of Research (Summer)
- "Dynamics of Advanced Management" (A Book, Teacher's 1962
 Manual and approximately 200 slides--35mm--to aid discussion
 leader, resulted from research with management in industry
 and military). Financed in part by U. S. Air Force
- "The Use of VTR (Video Tape Recordings) with Mentally In
 Disturbed--A Therapeutic Tool" Progress

FUTURE STUDY AND POSSIBLE REVISIONS OF BUILDING CODES

As conditions and technology advance, codes need to be reviewed and sometimes changed. Studies should be set up in the near future to do this in Mendocino County. A degree of flexibility not now provided for in the codes may be advisable for the future. This would have some legal implications which would have to be investigated and resolved so that the laws would remain equitable and enforceable without undue time, cost and controversy. New advisory functions for the building inspection and enforcing agencies should be considered.

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